



LEADERSHIP AND DIVERSITY

INFORMATIONAL WISDOM FROM THE HRA AND CCM COMMUNITIES



May 2014 Volume 5 Num 5

In This Issue

Significant Quotes

ANG Resiliency: "How diversity enhances spiritual resiliency"

Feature Article: "Critical connection of resilient workplace and diversity"

Ethics: "The ethics of moral judgment"

Leadership: "The difference between greatness and mediocrity"

Better Workplace: "The responsibility to decide"

Diversity: "Advantages and disadvantages of diversity in the workplace"

Mentoring: "Refuge of mediocrity"

Guest Article: GI Bill the New Quick Fix: What Can Leaders Do?

Editorial: "Farewell"

Added Value and Wisdom: "I wanted to change the world"

Insight : Food for Thought



Special Recognition

On behalf of all the members of the editing team, we want to wish all our Mother's and female members and their families a very happy and significant Mother's Day!

May is the Asian/Pacific American Heritage Month. We value, praise and congratulate our Asian/Pacific American Airmen and their families on this significant occasion.

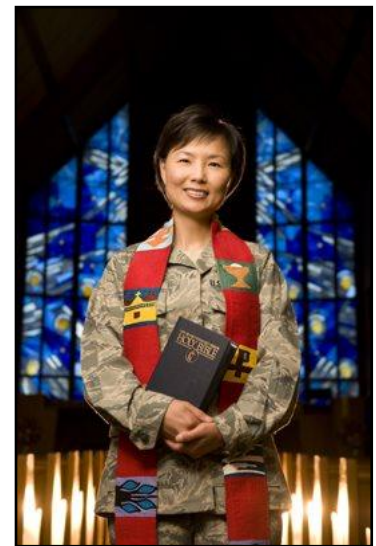
ANG Resiliency

"How Diversity Enhances Spiritual Resiliency"

By: Major Esther Lee, Chaplain for the 158th Fighter Wing in Burlington, Vermont.

Guard Airmen belong to an Air National Guard family that is much bigger than the individuals of which it is comprised. Each Airman brings his or her own unique skills, experiences, backgrounds and knowledge to work toward bigger missions that accomplish bigger goals that ultimately serve a bigger purpose.

Esther and Sung Lee, a married couple who both serve as chaplains at different Air National Guard wings, say this sense of **belonging to a bigger purpose defines both spirituality and diversity**, and that understanding the importance of both spirituality and diversity is vital to the success of the Air National Guard. To some, it may seem strange to look at spirituality and diversity as similar concepts — that is, until you examine the way Sung and Esther observed the extreme change in diversity after migrating to the United States from South Korea. Instead of simply conforming to American culture and shedding their former cultural identities, younger generations of immigrants have learned to contribute to the country's unity, while retaining their own unique and personal characteristics from their unique cultural, religious and familial backgrounds.



Major Esther Lee, a military chaplain with the 158th Fighter Wing, Vermont Air National Guard, pictured left, says the key to spiritual resiliency lies in embracing diversity. (U.S. Air National Guard photo)

Esther, who serves at the 158th Fighter Wing in South Burlington, Vt.,

Airman's Creed

I am an American
Airman.

I am a warrior.
I have answered my
nation's call.

I am an American
Airman.

My mission is to fly,
fight, and win.

I am faithful to a
proud heritage,
A tradition of honor,
And a legacy of valor.

I am an American
Airman,
Guardian of freedom
and justice,
My nation's sword and
shield,
Its sentry and avenger.
I defend my country
with my life.

I am an American
Airman:

Wingman, Leader,
Warrior.

I will never leave an
airman behind,
I will never falter,
And I will not fail.



"This DoD Newsletter is an authorized publication for members of the Department of Defense. Contents of The Leadership & Diversity newsletter are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, or Air National Guard."

experienced this transformation first-hand as she observed the difference between how she and her husband raised their children, compared to her uncle and aunt, who moved to the United States from Korea during a much earlier migration in the 1960's. "My uncle and my aunt wanted their kids to become Americans as fast as they could," Esther said. "So, when my cousins came home speaking Korean, they would be severely punished," she further explained, "The more you speak Korean, the less you will be an American," her Uncle and Aunt would say, "So they forced their kids to speak English at home and in school." Now, she said, it's completely different. Esther and Sung moved to the United States during a later migration period. One of the first things they saw in their communities was a sharp divide between the first and second generations — they were not able to talk to one another because of language barriers caused by older generations insisting that younger generations only speak English.

"Second-generation immigrants saw this happening and decided, 'We don't want to be like that,'" said Sung, the chaplain for the 171st Air Refueling Wing in Pittsburgh, Pa. "I like to talk to my children, and I want to be able to talk to my future grandchildren." This second generation of immigrants decided to teach their children the concept of **dual identity** — a sense



of belonging to both America and their Korean roots. That, say Sung and Esther, is the point of diversity: **retaining your own personal identity, while embracing the different backgrounds of others to unite and accomplish the larger goal.**

One way to accomplish this higher perspective is through spirituality. By strengthening your sense of belonging to a higher purpose, you empower your ability to embrace one another's strengths and accommodate one another's weaknesses in the pursuit of creating a stronger, more holistic Guard family.

Similar to Esther and Sung's children, who grew up embracing their dual Korean-American identities, Guard Airmen live dual lives as both civilians and Airmen. They each possess their own unique abilities, personalities, strengths, weaknesses and backgrounds. Guard Airmen should aim to embrace their inherent differences as a way to work together in achieving the larger mission for the Air National Guard. **Diversity is the act of bringing these differences together into a bigger picture while retaining the important characteristics that give us each our unique strengths and abilities.** Spirituality provides you the motivation and confidence of understanding why diversity is important. Esther says to think of it

like puzzle. "If you take one piece, you don't know what it is. It's very different; very distinctive. You can pick up one piece and say it's nothing but black or nothing but red, but when you take different ideas, different thoughts, and different inputs and bring them all together, we create one big beautiful picture — that's diversity. And you get there through spirituality."

Re: ANG Resiliency: <http://www.Ready54.org>

Air Force Core Values

Integrity first

*Service before
self*

*Excellence in
all we do*

Important Dates to Remember May

Older American's
Month

Asian/Pacific
American Heritage
Month

May 1: Loyalty Day
(Display U.S. Flag)

May 5: Cinco De
Mayo

May: National Day of
Prayer (Observed
the 1st Thursday in
May)

May 8: V.E. Day

May: Mother's
Day ~ (Observed
the second Sunday
in May)

May: Armed Forces
Day (Observed the
3rd Saturday in May)

May: Memorial Day
~ (Observed the last
Monday in May
since 1971)

May 30: Memorial
Day (Actual) (a.k.a
Decoration Day)

Feature Article

"The Critical Connection Between Resilient Workplaces And Diversity"

By Eileen McDargh, 18th April 2014



The standard concept of sustainability is the capacity of biological systems to remain diverse and productive over time - like healthy wetlands and old growth forests.

In the workplace, sustainability is equally important in considering the two-legged biological 'systems' that sit in cubicles, drive to sales calls, conduct virtual meetings, perform surgery, write manuals, handle customers, and a host of other activities. For an organization to survive and thrive in this competitive, 24/7 world, resiliency translates into staying power - staying power that keeps great employees and clients; staying power that offers up innovation and collaboration; staying power that fosters smart productivity without exhausting the people who perform. Without that staying power, there is NO sustainability. And there can be no staying power without diversity.

Imagine an ocean heavily weighted with sharks. In time, food would be depleted and the sharks would turn on each other (this might sound like some companies you know). If everyone in an organization looked alike, spoke alike, and thought alike - in time the organization would shrivel and disappear because the world and a customer base no longer resemble a singular entity. From my vantage point as both a teacher and student of resiliency, I believe that resiliency of thought is the next horizon for Diversity and Inclusion programs. This article is designed to add another dimension: do we both seek and listen to others whose THOUGHTS are different from ours? The LA TIMES reported that, months before California's

new disability claims system debuted, a whistle-blower told his superiors it contained errors that could mar a successful launch. His predictions proved accurate. However, diversity of thought was NOT acceptable and, for EDD employee Michael O'Brien, reassignment was in order.

From my work within a variety of organizations, failure to listen to others who offer a contrary viewpoint can hamper progress, profitability, and performance. Here are two recommendations to encourage the fostering and acceptance of diverse thought:

1. Ask for input from the youngest or newest employees. Here's why. They come with fresh eyes, un-jaded by politics or personalities. Do something with the input and let them know what you did. Thank them for their input. Use what you can and let them know what pieces you cannot put into action and why. Do this on a regular basis and I guarantee you will create a wellspring of enthusiasm and commitment.

2. Seek input from those "closest" to the action. Soldiers on a battlefield have

Mentoring

Model – must lead by example

Empathize – a measure of interpersonal involvement and caring

Nurture – caring attitude with an emphasis on development and understanding

Teach – step-by-step learning and correcting mistakes

Organize – sequential plan of lessons with a defined target of learning

Respond – developing a communicative process between the two

Inspire – motivating a person to be better than before

Network – introduce to others that can also provide support, info and resources

Goal-set – set realistic and attainable goals

a far different view of the terrain and the enemy than generals sitting in a war room. The truck driver who makes long-distance hauls knows more about what is needed in a dependable 18-wheeler than someone sitting in purchasing.

Be sure to recognize all those to seek and report out what they learned from others. Create a "what did I learn today" tweet post that reflects a new way of looking at something. The more you encourage diversity of thought, the more resilient and sustainable your organization becomes.

Re: <http://www.4hoteliers.com/features/article/8282>

Ethics & Character

“Who Am I to Judge? – The Ethics of Moral Judgments”

by Michael Josephson

Almost every week someone indignantly attacks my integrity because I offended them with a real or perceived opinion they didn't like. The underlying assumption is that stating an opinion on any controversial matter violates the sacred duty of neutrality.

First, I'm a teacher and a commentator, not a judge or journalist. Although I strive mightily to be objective, I don't feel obligated to be neutral. Objectivity implies impartiality, detachment, and independence in evaluating evidence; it doesn't preclude expressing judgment. When I think my opinion might matter, I've criticized politicians of both parties; condemned shady business practices, racial prejudice, torture, and the denial of due process; and commended admirable words, actions, and moving events irrespective of political implications. When I was young, I thought it was wrong to be judgmental, regardless of the issue. Later, I came across an observation by philosopher/novelist Ayn Rand who argued that nonjudgmentalness is an abdication of moral responsibility, an exchange of moral blank checks – I won't judge you if you don't judge me. Ultimately, I realized I couldn't be a good father or effective teacher unless I made moral judgments. Now, making and encouraging you to make moral judgments is part of what I do.

But while there's a responsibility to *make* moral judgments for ourselves, we need to be careful in deciding whether and when to *express* them. For example, my primary goal is to prod you to deeper thinking; it's not to persuade you to my way of thinking. I'd rather build bridges than walls. Thus, I usually keep my personal convictions to myself. Before you express a moral judgment, therefore, ask yourself what you hope to accomplish and what you're likely to accomplish.

My opinion: Whether we're talking politics or instructing our kids, we should use restraint in expressing moral judgments. And we should do so in a way that promotes respect, reflection, and discourse rather than resentment, resistance, and disagreement. That's not so easy.

Re: <http://whatwillmatter.com/2014/04/commentary-821-5-who-am-i-to-judge-the-ethics-of-moral-judgments/>

Leadership



Gen Frank J. Grass
Chief of the National
Guard Bureau

"One of our National Guard's greatest strengths as an operational force is that we are present in communities across the country. In the end, when you bring in the National Guard, you bring in the richness and diversity of hometown America."



Command Chief Master
Sgt. Mitchell Brush
Senior Enlisted Leader

On development of the force: "If you don't have a bench of people to replace you, then whose fault is that?"

"Leadership Development - The Difference Between Greatness and Mediocrity" By: Seth Czerepak

Have you ever wondered how some people can study leadership development their entire life and still remain mediocre, while others seem to rise to the top effortlessly? You may have seen them, those leaders who are leaders whether they have a title or not; those leaders who people follow with gratitude, passion and enthusiasm. What do they know about leadership development that so many aspiring leaders are missing? If you are interested in becoming this kind of a leader, then here is one thing that you will need to know.

The greatest leaders understand one of the most important principles of leadership development: the ability to promote value. Value is the driving force of our lives and our actions. People invest their time and their money and their hope into things which they consider to be valuable. When someone lacks the motivation to take action, what they really lack is a strong sense of value in the outcome. In reality, motivation is not a problem for anyone. Anyone will become a whirlwind of initiative as soon as they realize that something valuable is at stake. So what does this have to do with your personal leadership development? Well, it means that if you want to be able to lead and to motivate people then you had better understand how to promote value. This concept marks the difference between those who are moderately successful and those who are super successful. Thousands of businesses struggle to keep their profit margins wide enough to stay in business because they do not understand the concept of promoting value.

Instead, they seek to compete for people's business by being the most cost effective solution. As their prices go down, the profit margins narrow and their ability to keep the staff and the materials that they need to produce a quality product or service dwindles. As this happens, their ability to create value diminishes and it continues as a downward spiral to mediocrity. The same is true in relation to leadership development and motivating people based on promoting value instead of constantly thinking about cost. Any great leader has to be a great salesperson as well, they constantly have to sell and inspire and motivate by constantly promoting value in the vision of their organization. However, a great salesperson or leader also understands

that selling is not just about building value in the vision or the product. It also requires the ability to build value in the customer or the team member. Valuing people promotes respect and trust. Trust inspires action and loyalty. Learn to be a leader who promotes value in people and in the vision which you are working towards and you will be on your way to greatness in your leadership development.

Source: http://EzineArticles.com/?expert=Seth_Czerepak

"The mind is its own place, and in itself can make a heav'n of hell and a hell of a heav'n." -- John Milton, poet

Better Workplace



Lieutenant General
Lt. Gen. Stanley E.
Clarke III, Director Air
National Guard

"As leaders, it is in our best interest to mentor all members so they are able to perform and engage at the very highest levels of the profession of arms."



Command Chief
James Hotaling,
ANG Command
Chief

"Fate has placed us in this position. Our Airmen expect the best from us every day, and we will not fail them."

Key Focus Areas:

- Renew Our Commitment to the Profession of Arms.
- Health of the Force.
- Recognize/Embrace Our Accomplishments.

"The Responsibility to Decide"

By Michael Josephson

Frank is a new supervisor who wants to do well. Maria consistently comes in late. When he confronts her, she makes a joke out of it.

Hoping to win friendship and loyalty, Frank is painfully patient with her, but Pat, a conscientious employee, urges him to do more. Soon others begin to come in late, and Pat quits. Frank feels victimized, but he has no one to blame but himself.

A frequent workplace complaint is waiting for the boss to make a decision or take needed action. It might be about a pending promotion, filling an open position, giving an overdue performance review, pricing a new product, or dealing with a customer complaint. Whatever the issue, failure to make a decision can make big problems out of little ones. What's more, indecisiveness generates resentment and undermines confidence in the manager's ability.

It was Frank's responsibility to set the tone of the work environment. In management (or parenting, for that matter), what you allow, you encourage. As Frank learned the hard way, indecision and inaction can cause as much harm as a poor decision.

Sure, it's important to be careful, and it's sometimes wise to put off a decision or delay action (to get more information, to get buy-in, to let things cool off, etc.). But failing to make a needed decision is not acceptable just to avoid an unpleasant confrontation or because one is too busy, is procrastinating, or hopes things will work themselves out.

Re: <http://whatwillmatter.com/2012/04/commentary-771-4-the-responsibility-to-decide/>

Diversity

"Advantages and Disadvantages of Diversity in Workplace"

by David Ingram, Demand Media

Diversity in the workplace encompasses a range of elements. Differences in national origin, primary language, religion, social status and age can benefit or harm organizations. Managing diversity effectively is the key to leveraging the

advantages and minimizing the disadvantages of diversity in the workplace.

Diverse Experience: Co-workers with diverse cultural backgrounds bring unique experiences and perceptions to the table in groups and work teams. Pooling the diverse knowledge and skills of culturally distinct workers together can benefit companies by strengthening teams' productivity and responsiveness to changing conditions.

Recommended Reading

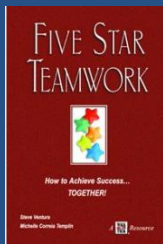


Goals!

How to get everything you want - faster than you ever thought possible.

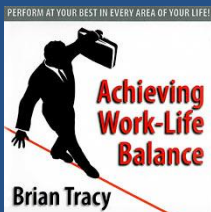
By Brian Tracy

<http://www.briantracy.com/catalog/goals/>



Five Star Teamwork How To Achieve Success...TOGETHER! by Steve Ventura and Michelle Correia- Templin

<http://www.walkthetalk.com/five-star-teamwork.html?>



Achieving Work-Life Balance

Learn how to perform at your best in every area of your life!

By Brian Tracy

<http://www.briantracy.com/catalog/achieving-worklife-balance/>

Each employee in a diverse workplace possesses unique strengths and weaknesses derived from their culture in addition to their individuality. When managed properly, diversity in the workplace can leverage the strengths and complement the weaknesses of each worker to make the impact of the workforce greater than the sum of its parts.

Learning And Growth: Another advantage of workplace diversity is the opportunity for employees' personal growth. Being exposed to new ideas, cultures and perspectives can help individuals to reach out intellectually and gain a clearer view of their surroundings and their place in the world. Spending time with culturally diverse co-workers can slowly break down the subconscious barriers of ethnocentrism and xenophobia, encouraging employees to be more well-rounded members of society.

Communication Issues: Diversity impacts workplace communication in positive and negative ways. Between co-workers, diversity can place impediments in the way of effective communication, which can directly dampen productivity and the cohesiveness of small groups. Spending time with diverse employees can break down communication barriers over the long-term, but first impressions and co-workers' orientation periods can be difficult to control when cultures clash. Diversity can strengthen your company's relationships with specific customer groups by making communication more effective. Customer service representatives can be paired up with customers from their specific demographic, making the customer feel comfortable with the representative, and thus with the company. A number of companies in the southwest United States, for example, prefer to hire bi-lingual customer service reps to deal with Spanish-speaking customers in their native language.

Integration Issues: Social integration at work can only be influenced to a small degree. The formation of cliques and exclusive social groups is a natural process that can be impossible to control at times. Because of this, companies can experience informal divisions in their staff, creating a situation where culturally diverse employees avoid exposure to each other during break times and after work. Although there is nothing fundamentally wrong with this scenario, it can hinder the effectiveness of sharing knowledge, skills and experience, thus curbing productivity growth and the effectiveness of teams.

Re: <http://smallbusiness.chron.com/advantages-disadvantages-diversity-workplace-3041.html>

Mentoring & Force Development

"Refuge of Mediocrity"

By: Jen Bebb, 07/10/12



Mediocrity is a choice. It's the safest choice, one with fewer perceived or immediate consequences. Some choose mediocrity as a means of maintaining control, others out of fear. Some choose mediocrity because it's all they've ever known, some because they aren't aware they are making a choice at all.

*Reflection of the
Month*

*"If you can
dream it,
then you can
achieve it.
You will get
all you want
in life if you
help enough
other people
get what they
want."*

*-- Zig Ziglar,
Author*

Just like greatness is a choice, so is mediocrity. I was part of a conversation last night about this very thing. We were talking about sports and how some kids are natural athletes, rising to the top with seemingly little effort. Yet, at some point, those same kids are faced with a growing group of athletes who work tirelessly to develop their skills, and suddenly the natural athlete no longer stands out. This happens to all of us, athlete or not, at some point in our lives. The important thing is what we do next.

For some, the realization they are no longer “great” is accompanied by the sting of rejection or the embarrassment of failure. **They can seek refuge in mediocrity or they can push hard to reclaim their greatness.**

For others, this fall from favor is accompanied by the relief of blending in. There is safety in the crowd, and this can be alluring to those who have not experienced it before. My son chose this – he chose to falter just enough to fade into the crowd, fearing the pressure that comes from greatness. He chose mediocrity in a moment, and now faces the consequences of that choice, working harder than ever to regain his confidence and teammates’ trust.

So many talents choose not to shine – the pressure to produce high quality work consistently can be too much. Too many talents choose not to take risks, choosing safety instead.

Risk can result in failure. Risk can result in success. Greatness is hard to sustain. Mediocrity is safe and, therefore, appealing. The lesson I took was this: people to whom things come easy (that gifted athlete, for example), people who find themselves successful without a lot of work, those people never learn to really want something. It is given to them, with little effort on their part, and they start to believe things will always be that easy. When they falter or fail, and they will, they aren’t always able to recover – that fire to achieve may never have been there at all.

Failure is an important part of our development as creatives. Not everything will work, but not everything will fail. You never know until you try.

The refuge of mediocrity, while appealing, is no place to languish. Choose to work, choose to risk, choose to fail and choose to fly. Choose mediocrity if you must, but own that choice and know that it was yours to make.

Re; <http://southernnomad.typepad.com/my-blog/2012/07/refuge-of-mediocrity.html>

"I try to do the right thing at the right time. They may just be little things, but usually they make the difference between winning and losing" -- Kareem Abdul-

Jabbar, basketball player

Guest Article

“GI Bill the New Quick Fix; What Can Leaders Do?” by TSgt Justin Michael Niotta, 147th CBCS, ANG, San Diego, CA



The Seven C's of character:

Conscience

Compassion

Consideration

Confidence

Control

Courage

Competency

Up until WWII, the postwar homecoming of an American soldier reflected just how little the United States did to help its veterans (Banner, 2006). Those returning from World War I were met by the beginnings of The Great Depression, and many of the soldiers fighting overseas during the Second World War, feared a similar occurrence. These worrisome feelings of unrest were so widely felt that a vast number of American soldiers expected another era of depression following the war (Pedigo, 1994). For this reason, the Servicemen's Readjustment Act of 1944—the original GI Bill—was established.

Because of the educational benefits afforded by the GI Bill, more than two million veterans entered college, an event that many argue spawned America's middle class (Sander, 2012). Individuals who otherwise could not afford college, were provided with the education and training necessary for starting careers previously shut off to them (O'Herrin, 2011). Working class people became doctors, businessmen, scientists, and engineers; a phenomenon characteristic of the American dream. Such positive results were achieved because the monetary glass ceiling was removed, presenting an opportunity to excel.

Under the Post 9/11 GI Bill (chapter 33), which first came into effect in 2008, the full cost of tuition and books for eligible veterans is paid. Recipients also receive a book stipend and monthly payments equivalent to the BAH of an E-5 with dependents. Since its inception, this version of the bill has undergone several changes, to include the approval of Title 32, 502(f) orders—which allows National Guardsmen to receive credit for their time serving on national emergencies. Upwards of 300,000 eligible recipients partook in chapter 33 benefits during its first year, and by 2011, over half a million veterans had already applied for benefits and enrolled in classes (Sander, 2012). The inclusion of BAH payments, an added bonus not provided by previous versions of the bill, is widely praised by servicemen and women, however, this new benefit may just be diluting the effectiveness of the bill. The decline of the economy and the downsizing of the military as a result of the wind down on the War on Terror, are variables that have contributed to high levels of economic hardship among veterans. Faced with the unexpected transition of forced military separation

during a time when the job market is incredibly slow, may be at fault for the trend of massive college enrollment of veterans. This makes sense. When newly separated veterans cannot find work, the most enticing option is to get paid to go back to school. But this isn't the only benefit those who are forced to separate are eligible for; these veterans also have the option to collect unemployment benefits (EDD) while receiving the GI Bill, which poses a large, costly problem for Americans.

The Six Pillars of Character

Trustworthiness

Respect

Responsibility

Fairness

Caring

Citizenship

Contact Us

If you have an inspiring story or article related to the subject matters discussed in this publication and will like to contribute, or if you have any value added comment or idea, please contact us.

Col Shirley Raguindin:
shirley.raguindin@ang.af.mil
240-612-8392 (W)
DSN 612-8392
301-675-2931 (bb)

Chief David Peterson:
david.peterson.1@ang.af.mil
240-612-7664 (w)
240-478-1718 (bb)

Chief Jorge Mustafa:
George.mustafa2@gmail.com
787-525-0923 (mobile)

Ms. Cameo Hoffert
cameo.hoffert@ang.af.mil

Unemployment benefits and BAH rates vary based on several variables, such as location. Those collecting unemployment in Southern California receive up to \$450 per week (Employment Development Department, n.d.). San Diego's E5 with dependents BAH rate is \$2,133 per month. An unemployed student in San Diego collecting unemployment while using the GI Bill, can take in nearly a \$1000 a week, and can do so for nearly two years! Consider the motivational implications. When a veteran cannot find work in a bad economy, and the dollar amount for not working far exceeds the wages earned during full-time employment, what motivates job search behavior?

Reasons why this benefit is being used should be considered. Are veterans attending school to further their education, to retrain into new careers, for intrinsic reasons, or are they simply after the BAH? While the answer to this question exists on a case by case basis, what can be surmised is that without direction or a goal, it is doubtful the outcomes of going back to school will be optimal. Other important questions come to mind as well. Are classes being taken seriously? Are veterans seeking programs for trades and career fields that are currently hiring? Are students earning their degrees? Are they finding work?

The GI Bill has done a lot for American service members over the years. It is a well-deserved, beneficial program that has changed the lives of countless veterans for the better. But, by the same accord, quick fix usage of the bill is contrary to the premise of the benefit, and as more and more Post-9/11 veterans flood the schooling system for this reason, the effectiveness of the program will likely diminish. So what can be done about all of this? What can we, as friends and mentors and leaders, do to guide our fellow airmen during these times of uncertainty? Unfortunately, not all of the answers are known. And this is the challenge I place upon all of you.

References

- Bannier, B. (2006). The impact of the GI Bill on developmental education. *Learning Assistance Review*, 11(1), 35-44.
O'Herrin, E. (2011). Enhancing veteran success in higher education. *Peer Review*, 13(1), 15-18.
Pedigo, K. (1994). Happy birthday GI Bill. *Mortgage Banking*, 54(9), 54-60.
Sander, L. (2012). At half a million and counting, veterans cash in on Post-9/11 GI Bill. *Chronicle of Higher Education*, 58(28), A1-A11.
State of California Employment Development Department. (n.d.). *Eligibility*. <http://www.edd.ca.gov/unemployment/eligibility.htm>

Editorial

"Farewell"

By: Chief Jorge Mustafa

It has been a great journey, and what a journey! When we started our military careers it looked like a long, long road ahead, but after a lifetime of service and as we approach the end of that long road we realize that it has been a great journey. Better expressed by quoting William Shakespeare's line from Julius Caesar, act 5, scene 1: *"The end of this day's business ere it come! But it suffices that the day will end, and then the end be known"*.

Following a long and distinguished career of over four decades, I have reached the end of my military journey, and I would like to thank all the



Be someone who matters to someone who matters...Mentoring Works!

wonderful folks that in one way or another walked alongside with me through the amazing years as an American Airman in the ANG. Their guidance, support, camaraderie, Airmanship and friendship during my career in the organization, and especially my tenure as the State HRA and recently as the state CCM for Puerto Rico over the past years, made this journey the most significant experience of my life. As the NG continues facing new challenges that impact the members of the Air National Guard, I'm very confident that that our leaders, especially the CCM corps will mentor, guide, motivate and lead our Airmen through these challenges.

During this journey my dedication and insightful wisdom to serve our airmen deeply contributed to sustain the diversity of thought and adherence to the core values so sacred to us all. Being one of the original founding members of the ANG Diversity program, since 1998 I have dedicated all my energies to the diversity and inclusion journey where touching many lives. Today, Brig Gen Ondra L. Berry and I are the last two original founding members of the ANG Diversity program still serving. Along the way, I partnered with my fellow Chief Master Sergeants, Mike Brady from RI and Dave Eddy from Michigan and together we embarked in producing the Leadership and Diversity Newsletter, which has risen to a well acclaimed national best practice. During the last year and a half I have remained the sole force behind the L&D after my two fellow Chiefs moved on to new national endeavors.

Being a member of the Air National Guard has been, and will always be, the highest privilege and the grandest honor of my whole life. The diverse relationships and involvements within the Guard led me to be who I am and where I am in my life, because they played a profound and direct role in illuminating the right path to follow on the long road of life. I will always cherish all of the memories and friendships that I made throughout the years in this wonderful journey. Expressing it better, and quoting Herman Melville (Author of Moby Dick), *"We cannot live only for ourselves. A thousand fibers connect us with our fellow men; and among those fibers, as sympathetic threads, our actions run as causes, and they come back to us as effects."*

Finally, I will like to express to all my fellow brothers/sisters in arms my most profound and humble thanks and appreciation for your service and sacrifices. Likewise, my deepest and thoughtful gratitude for your friendship, support and respect and my highest commendation to you all to keep on leading and doing your very best for your fellow Airmen and this nation every day. I will be retiring from the PR Air National Guard effective May 31st, 2014, but I'm not leaving. I look forward to continue adding value to my fellow Airmen locally and at National level. Therefore, this is not a goodbye; just an I'll see you later. In closing, once again I quote William Shakespeare's line from Romeo and Juliet; *"Good night, good night! Parting is such sweet sorrow, that I shall say good night till it be tomorrow"*.

Thanks for everything, and God bless you all, the ANG and the United States of America.

"Together we stand, together we walk, and together we succeed"

G. Mustafa, 2014.

**EDITORIAL
NOTE**

The material researched and used for this publication is the intellectual property of the authors cited. In some instances part of an article has been required to be edited, (summarized and/or paraphrased) for length, and/or from different sources compiled by the editor to capture the essence and the message to bring the best information to the readers. We strive to acknowledge each and every contributing author and source to give the proper credit for their work.

On behalf of the editing team, we will like to extend our sincere gratitude to the many contributing authors for their excellent and often inspiring work that has motivated some of the important information hereby shared with all the readers. We recognize all our contributing authors and value their excellent and significant work.

We endeavor to continue offering the best first-class value added informational material with the highest quality, meaning and importance to all our readers for their personal and professional growth.

We appreciate the great support received from the readers.

The Editing Team

Added Value & Wisdom***“I wanted to change the world”***

Author: unknown monk around 1100 AD

When I was a young man, I wanted to change the world. I found it was difficult to change the world, so I tried to change my nation. When I found I couldn't change the nation, I began to focus on my town. I couldn't change the town and as an older man, I tried to change my family.

Now, as an old man, I realize the only thing I can change is myself, and suddenly I realize that if long ago I had changed myself, I could have made an impact on my family. My family and I could have made an impact on our town. Their impact could have changed the nation and I could indeed have changed the world.

Insight, Food for Thought

“Success is not to be pursued; it is to be attracted by the person you become.”

~Jim Rohn

Knowing your peace of mind is up to you, not the world, is the most powerful and secure state of mind you can achieve. *~Dr. Lee Jampolsky*

“Passion is energy. Feel the power that comes from focusing on what excites you.” *~Oprah Winfrey*

“Things which matter most must never be at the mercy of things which matter least.” *~Goethe*

“Slow down and enjoy life. It's not only the scenery you miss by going too fast, you also miss the sense of where you are going and why.” *~Eddie Cantor*

“True discovery consists not in finding new landscapes, but in seeing the same landscape with new eyes.” *~Marcel Proust*

“Be content with what you have; rejoice in the way things are. When you realize there is nothing lacking, the whole world belongs to you.” *~Lao-Tzu*

“Focus your messages on the results you expect, not on the methods for doing the job.” *-- Marty Brounstein*